CORPORATE GOVERNANCE REPORT

STOCK CODE	**:**	0365
COMPANY NAME	**:**	A1 A.K. Koh Group Berhad
FINANCIAL YEAR	**:**	June 30, 2026

OUTLINE:

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE
Disclosures in this section are pursuant to Paragraph 15.25 of Bursa Malaysia Listing Requirements.

SECTION B – DISCLOSURES ON CORPORATE GOVERNANCE PRACTICES PERSUANT CORPORATE GOVERNANCE GUIDELINES ISSUED BY BANK NEGARA MALAYSIA
Disclosures in this section are pursuant to Appendix 4 (Corporate Governance Disclosures) of the Corporate Governance Guidelines issued by Bank Negara Malaysia. This section is only applicable for financial institutions or any other institutions that are listed on the Exchange that are required to comply with the above Guidelines.

SECTION A – DISCLOSURE ON MALAYSIAN CODE ON CORPORATE GOVERNANCE

Disclosures in this section are pursuant to Paragraph 15.25 of Bursa Malaysia Listing Requirements.

Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.1

The board should set the company's strategic aims, ensure that the necessary resources are in place for the company to meet its objectives and review management performance. The board should set the company's values and standards, and ensure that its obligations to its shareholders and other stakeholders are understood and met.

Application	:	Applied
Explanation on application of the practice	:	The Board of Directors ("Board") of A1 A.K. Koh Group Berhad (the "Company") exercises its stewardship through regular meetings to review strategic direction, operational performance and financial results. Each Director brings independent judgment to matters such as strategy, performance, resources and conduct. The Board maintains oversight of matters delegated to Management through regular updates and reports. All authority delegated to Management is vested in the Managing Director ("MD"), who remains accountable to the Board. The Board's principal responsibilities include: • Providing leadership and overseeing the overall conduct of the Group's businesses. • Reviewing the strategic plans for the Group to support long-term value creation. • Reviewing and adopting corporate governance best practices. • Identifying principal risks, ensuring appropriate internal controls and mitigation measures, and overseeing the Group's sustainability governance, including setting strategies, policies and targets. • Monitoring the Group's relationships with Management, shareholders and stakeholders, and implementing an investor relations or shareholders' communications policy. The Board is supported by the following Committees, each governed by written Terms of Reference (TOR): (i) Audit and Risk Management Committee ("ARMC"); and (ii) Nomination and Remuneration Committee ("NRC") The Board Committees review all matters within their respective TORs and make recommendations to the Board. The Board is regularly informed of the Committees' activities through the circulation of meeting minutes and updates on deliberations and decisions presented by the respective Committee Chairs at each Board meeting.

	The Board Charter and Board Committees' TORs are available on the Company's website at *www.a1akkoh.com*.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.2

A Chairman of the board who is responsible for instilling good corporate governance practices, leadership and effectiveness of the board is appointed.

Application	:	Applied	
Explanation on application of the practice	:	The Chair, Ms. Wong Mau Lin, an Independent Non-Executive Director, leads the Board and promotes high standards of corporate governance. She ensures the Board operates effectively, encourages active participation and fosters constructive deliberation. Key responsibilities include: • Leading the adoption of good corporate governance practices. • Setting the Board agenda and ensuring timely and accurate information for Directors. • Presiding over Board meetings and ensuring balanced discussions. • Encouraging active participation and expression of dissenting views. • Ensuring effective communication with stakeholders.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.3

The positions of Chairman and CEO are held by different individuals.

Application :	Applied	
Explanation on application of the practice :	The positions of the Chair and MD are held by separate individuals to ensure a clear division of responsibilities, balance and accountability. The Chair provides leadership on strategy, governance and regulatory compliance, while the MD oversees the day-to-day operations and executes the Board's decisions. Their roles and responsibilities are detailed in the Board Charter, which is available on the Company's website at *www.a1akkoh.com*.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.4

The Chairman of the board should not be a member of the Audit Committee, Nomination Committee or Remuneration Committee

Note: If the board Chairman is not a member of any of these specified committees, but the board allows the Chairman to participate in any or all of these committees' meetings, by way of invitation, then the status of this practice should be a 'Departure'.			
Application	:	Applied	
Explanation on application of the practice	:	The Chair of the Board does not chair any Board Committees and is not a member of any Board Committees.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.5

The board is supported by a suitably qualified and competent Company Secretary to provide sound governance advice, ensure adherence to rules and procedures, and advocate adoption of corporate governance best practices.

Application	:	Applied
Explanation on application of the practice	:	The Company Secretary function is outsourced to Tricor Corporate Services Sdn. Bhd. The qualified Company Secretaries ensure governance matters and Board procedures comply with applicable laws and the Malaysian Code on Corporate Governance ("MCCG"), including advising on Directors' disclosures and conflicts of interest. The key role and primary responsibilities of the Company Secretaries are set out in the Board Charter, which is available on the Company's website at *www.a1akkoh.com*.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

Intended Outcome

Every company is headed by a board, which assumes responsibility for the company's leadership and is collectively responsible for meeting the objectives and goals of the company.

Practice 1.6

Directors receive meeting materials, which are complete and accurate within a reasonable period prior to the meeting. Upon conclusion of the meeting, the minutes are circulated in a timely manner.

Application	:	Applied
Explanation on application of the practice	:	An annual meeting calendar is prepared and circulated to the Board in advance, detailing the scheduled dates for Board and Board Committees' meetings, as well as the Annual General Meeting ("AGM"). The Board meets at least four (4) times a year, with additional meetings held as and when necessary. Meeting materials are circulated to Directors at least five (5) working days prior to each meeting, allowing sufficient time for review and make an informed decision at each meeting. Senior Management is invited to attend Board and Board Committees' meetings to brief the Board on agenda items and provide further clarification when required. The deliberations and decisions of the Board and its Committees are well recorded in the minutes. These minutes are circulated to the Directors in a timely manner upon conclusion of each meeting to ensure proper follow-up and record-keeping.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

Intended Outcome
There is demarcation of responsibilities between the board, board committees and management.

There is clarity in the authority of the board, its committees and individual directors.

Practice 2.1
The board has a board charter which is periodically reviewed and published on the company's website. The board charter clearly identifies–

- the respective roles and responsibilities of the board, board committees, individual directors and management; and
- issues and decisions reserved for the board.

Application	:	Applied
Explanation on application of the practice	:	The Company has adopted a Board Charter which clearly outlines the roles, duties, responsibilities, authorities and functions of the Chair, the Board, its Committees and the Executive Directors. The Board Charter also sets out guidance on the conduct of Board meetings, conflicts of interest and the review and approval process for related party transactions. In addition, the TORs of the Board Committees provide a governance framework that sets out the specific roles and responsibilities delegated to each Committee. The Board Charter & TORs of the Committees are reviewed periodically and updated as and when necessary to reflect the evolving needs of the Company, as well as to ensure alignment with the latest regulatory requirements and best practices in corporate governance. The Board Charter & TORs are published on the Company's website at *www.a1akkoh.com*.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

Intended Outcome

The board is committed to promoting good business conduct and maintaining a healthy corporate culture that engenders integrity, transparency and fairness.

The board, management, employees and other stakeholders are clear on what is considered acceptable behaviour and practice in the company.

Practice 3.1

The board establishes a Code of Conduct and Ethics for the company, and together with management implements its policies and procedures, which include managing conflicts of interest, preventing the abuse of power, corruption, insider trading and money laundering.

The Code of Conduct and Ethics is published on the company's website.

Application	:	Applied	
Explanation on application of the practice	:	The Board is committed to promoting a corporate culture guided by integrity and ethical conduct throughout the Group's business operations. This commitment is reflected in the Company's Code of Business Conduct and Ethics, which sets out the Group's principles of sound business practices. The Code outlines the ethical standards, core values and responsibilities expected of the Directors, Senior Management and employees. It serves as a guide to promote professionalism, accountability and integrity in decision-making while ensuring adherence to sound corporate governance practices and compliance with applicable laws, regulations and internal policies. The Code of Business Conduct and Ethics is available on the Company's website at *www.a1akkoh.com*.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
The board is committed to promoting good business conduct and maintaining a healthy corporate culture that engenders integrity, transparency and fairness.

The board, management, employees and other stakeholders are clear on what is considered acceptable behaviour and practice in the company.

Practice 3.2
The board establishes, reviews and together with management implements policies and procedures on whistleblowing.

Application	:	Applied
Explanation on application of the practice	:	The Group has adopted an Ethics and Compliance Whistleblowing Policy that establishes clear standards and procedures for reporting misconduct. The Policy ensures that all reports are addressed fairly, treated with strict confidentiality and in compliance with applicable laws, while safeguarding whistleblowers against any form of retaliation. Demonstrating the Group's commitment to the highest ethical and legal standards, the Policy provides a secure and confidential channel for employees and stakeholders to report concerns regarding misconduct, unethical behaviour or policy violations, without fear of reprisal. The Ethics and Compliance Whistleblowing Policy is available on the Company's website at *www.a1akkoh.com*.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

Intended Outcome
The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.1
The board together with management takes responsibility for the governance of sustainability in the company including setting the company's sustainability strategies, priorities and targets.

The board takes into account sustainability considerations when exercising its duties including among others the development and implementation of company strategies, business plans, major plans of action and risk management.

Strategic management of material sustainability matters should be driven by senior management.

Application	:	Applied	
Explanation on application of the practice	:	The Board, together with Management, recognises the importance of integrating sustainability principles into the Group's business strategies and planning processes. The Board establishes the Group's sustainability strategies and priorities, guiding Management in identifying, assessing and managing sustainability-related risks and opportunities to support the Group's growth along a sustainable path. The Group's sustainability governance framework and key sustainability matters are disclosed in the Sustainability Statement in the Company's Annual Report 2026.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.2
The board ensures that the company's sustainability strategies, priorities and targets as well as performance against these targets are communicated to its internal and external stakeholders.

Application	:	Applied
Explanation on application of the practice	:	The Board and Management ensure the communication of the Company's sustainability strategies, priorities and progress against established targets to both internal and external stakeholders through the following channels: <u>Internal Stakeholders</u> • Internal Management meetings • E-mail communications <u>External and Internal Stakeholders</u> • Sustainability Statement included in the Annual Report • AGM For further details on the Group's sustainability strategies, priorities, targets and performance, please refer to the Company's Sustainability Statement in the Annual Report 2026, available on the Company's website at *www.a1akkoh.com*.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

Intended Outcome
The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.3
The board takes appropriate action to ensure they stay abreast with and understand the sustainability issues relevant to the company and its business, including climate-related risks and opportunities.

Application	:	Applied	
Explanation on application of the practice	:	The Board recognises the importance of maintaining an adequate understanding of, and actively engaging with Management on environmental, social and governance ("ESG") risks. It is committed to staying abreast of sustainability issues relevant to the Company's dynamic operating environment. This commitment includes participation in internal and external training and development programs focused on sustainability and ESG matters, ensuring that all Directors possess the expertise necessary to effectively oversee the Group's business and strategic objectives.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.4
Performance evaluations of the board and senior management include a review of the performance of the board and senior management in addressing the company's material sustainability risks and opportunities.

Application	:	Applied	
Explanation on application of the practice	:	For FY2026, a Board evaluation exercise was carried out to assess the performance and effectiveness of the Board, Board Committees and the contribution of each Director based on a set of pre-determined criteria. The evaluation framework includes criteria that cover both governance and sustainability aspects, ensuring that future performance reviews will assess the Board's and Senior Management's effectiveness in addressing material sustainability risks and opportunities relevant to the Company's businesses.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
The company addresses sustainability risks and opportunities in an integrated and strategic manner to support its long-term strategy and success.

Practice 4.5- Step Up
The board identifies a designated person within management, to provide dedicated focus to manage sustainability strategically, including the integration of sustainability considerations in the operations of the company.

Note: The explanation on adoption of this practice should include a brief description of the responsibilities of the designated person and actions or measures undertaken pursuant to the role in the financial year.		
Application	:	Not Adopted
Explanation on adoption of the practice	:	

Intended Outcome
Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.1
The Nomination Committee should ensure that the composition of the board is refreshed periodically. The tenure of each director should be reviewed by the Nomination Committee and annual re-election of a director should be contingent on satisfactory evaluation of the director's performance and contribution to the board.

Application	:	Applied	
Explanation on application of the practice	:	The Board, through its NRC, regularly reviews its composition to ensure it maintains an optimal size, diversity, and a balanced mix of skills and experience to effectively drive the Company's business objectives and strategic goals. The Board was satisfied with the performance, calibre, and contribution of all Directors, who have consistently demonstrated effective oversight and appropriate delegation of responsibilities. The NRC is also responsible for making recommendations to the Board regarding Directors standing for re-election at the forthcoming AGM. After the assessment, the NRC was satisfied that the continued service of these Directors would be beneficial to the Company and its stakeholders. To ensure that any individual appointed, elected or re-elected as a Director possesses the requisite qualities, character, integrity, competency and commitment, the Board assesses the performance of Directors in accordance with the Directors' Fit and Proper Policy.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.2
At least half of the board comprises independent directors. For Large Companies, the board comprises a majority independent directors.

Application	:	Applied	
Explanation on application of the practice	:	The Board currently comprises seven (7) members, including four (4) Independent Non-Executive Directors and three (3) Executive Directors. The Independent Non-Executive Directors constitute more than half of the Board, in line with the recommendations of the MCCG, and exceed the minimum requirement prescribed under the ACE LR. The Board brings together members from diverse professional backgrounds, each contributing individual qualities, expertise, skills and relevant market and industry knowledge. This diversity ensures that the Group has access to the necessary financial and human resources to achieve its strategic objectives. The Board will continue to monitor and review its size and composition to ensure it remains effective. All four (4) Independent Non-Executive Directors meet the independence criteria as defined under the ACE LR.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.3
The tenure of an independent director does not exceed a cumulative term limit of nine years. Upon completion of the nine years, an independent director may continue to serve on the board as a non-independent director.

If the board intends to retain an independent director beyond nine years, it should provide justification and seek annual shareholders' approval through a two-tier voting process.

Application	:	Applied	
Explanation on application of the practice	:	The NRC regularly assesses the independence of the Independent Directors and monitors their tenure on an annual basis. Currently, none of the Company's Independent Directors has exceeded a cumulative tenure of nine (9) years. Accordingly, the practice does not apply to the Company at this stage.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.4 - Step Up
The board has a policy which limits the tenure of its independent directors to nine years without further extension.

Note: To qualify for adoption of this Step Up practice, a listed issuer must have a formal policy which limits the tenure of an independent director to nine years without further extension i.e. shareholders' approval to retain the director as an independent director beyond nine years.		
Application	:	Not Adopted
Explanation on adoption of the practice	:	

Intended Outcome
Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.5
Appointment of board and senior management are based on objective criteria, merit and with due regard for diversity in skills, experience, age, cultural background and gender.

Directors appointed should be able to devote the required time to serve the board effectively. The board should consider the existing board positions held by a director, including on boards of non-listed companies. Any appointment that may cast doubt on the integrity and governance of the company should be avoided.

Application :	Applied	
Explanation on application of the practice :	The Board recognises the importance of promoting fair and equal opportunities while fostering a culture of diversity across the Group. It remains committed to building a leadership framework that reflects diversity in skills, experience, age, cultural background and gender, both at the Board and Senior Management levels. The NRC is entrusted with developing policies and procedures for the recruitment and annual evaluation of Directors, ensuring a transparent framework for nomination and appointment. Appointments are made as necessary based on the Board's evolving skill requirements. In making its recommendations, the NRC assessed the candidate's competencies, experience, integrity, professionalism and time commitment. For Independent Directors, the NRC also assessed independence in accordance with regulatory requirements. Similarly, Senior Management appointments are based on merit and objective criteria, with due consideration for diversity in skills, experience and cultural background, ensuring the Group benefits from broad perspectives in driving sustainable growth.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome
Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.6
In identifying candidates for appointment of directors, the board does not solely rely on recommendations from existing board members, management or major shareholders. The board utilises independent sources to identify suitably qualified candidates.

If the selection of candidates was based on recommendations made by existing directors, management or major shareholders, the Nominating Committee should explain why these source(s) suffice and other sources were not used.

Application :	Applied	
Explanation on application of the practice :	The Board has delegated the responsibility of establishing a formal and transparent procedure for the nomination and appointment of new Directors to the NRC. This responsibility includes screening and shortlisting candidates, conducting the necessary evaluations and assessments of their ability to discharge duties effectively, and making recommendations to the Board for approval. The NRC ensures that selected candidates possess the appropriate skills, core competencies, experience and integrity to fulfil their roles as Directors effectively. Where necessary, the NRC may also engage independent sources to identify suitable candidates for future directorships.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome
Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.7
The board should ensure shareholders have the information they require to make an informed decision on the appointment and reappointment of a director. This includes details of any interest, position or relationship that might influence, or reasonably be perceived to influence, in a material respect their capacity to bring an independent judgement to bear on issues before the board and to act in the best interests of the listed company as a whole. The board should also provide a statement as to whether it supports the appointment or reappointment of the candidate and the reasons why.

Application	:	Applied	
Explanation on application of the practice	:	The details and profiles of directors are disclosed in the 2026 Annual Report and published on the Company's website. These disclosures include their age, gender, tenure of service, directorships in other companies, working experience, any conflicts of interest, as well as their shareholdings in the Company, if applicable. The performance of directors retiring by rotation and seeking re-election at the forthcoming AGM were assessed through the Board and Board Committee evaluation process, which also covers the assessment of independence INEDs. A statement by the Board and the NC confirming their satisfaction, with the performance and effectiveness of the retiring directors, together with the Board's justification supporting their re-election, were provided under the explanatory notes accompanying the Notice of the AGM.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.8
The Nominating Committee is chaired by an Independent Director or the Senior Independent Director.

Application	:	Applied	
Explanation on application of the practice	:	The NRC comprises exclusively of Independent Non-Executive Directors, with the current composition as follows: <u>Chair</u> Goh Joo Seong <u>Members</u> Tan Bat Tatt Tan Mui Ping The NRC's primary responsibilities are set out in its TOR, which is available on the Company's website at *www.a1akkoh.com*.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.9
The board comprises at least 30% women directors.

Application	:	Applied	
Explanation on application of the practice	:	The Board currently comprises three (3) female Directors, representing 42.85% of the Board, reflecting the Company's commitment to promoting gender diversity at the highest level of governance. The NRC and the Board regularly review the Board's composition to ensure an optimal mix of skills, experience and perspectives, including gender diversity, to strengthen decision-making and oversight. In line with best practices in corporate governance, the Board recognises that diversity, including gender, age, professional background and expertise, enhances the effectiveness of the Board in steering the Company towards its strategic objectives.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
Board decisions are made objectively in the best interests of the company taking into account diverse perspectives and insights.

Practice 5.10
The board discloses in its annual report the company's policy on gender diversity for the board and senior management.

Application	:	Applied
Explanation on application of the practice	:	The Board has established a Board Diversity Policy aimed at fostering an inclusive environment that embraces individuals from a wide range of backgrounds, including gender, ethnicity, race, age and professional experience. The Company strives to maintain a Board composed of talented and committed Directors with a diverse mix of expertise, experience, skills and backgrounds. Collectively, the skills and experience of the Board are intended to reflect the diverse nature of the business environment in which the Company operates. For the purposes of Board composition, diversity encompasses, but is not limited to, business experience, nationality, age, gender and ethnicity. The Group supports gender diversity at the Senior Management level through fair and merit-based practices. The Senior Management team comprises both male and female executives who hold key positions across various functions. The Company remains committed to promoting diversity and inclusivity across all levels of the organisation to support effective leadership, decision-making and sustainable growth.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

Intended Outcome
Stakeholders are able to form an opinion on the overall effectiveness of the board and individual directors.

Practice 6.1
The board should undertake a formal and objective annual evaluation to determine the effectiveness of the board, its committees and each individual director. The board should disclose how the assessment was carried out its outcome, actions taken and how it has or will influence board composition.

For Large Companies, the board engages an independent expert at least every three years, to facilitate objective and candid board evaluation.

Note: For a Large Company to qualify for adoption of this practice, it must undertake annual board evaluation and engage an independent expert at least every three years to facilitate the evaluation.			
Application	:	Applied	
Explanation on application of the practice	:	For FY2026, a Board evaluation exercise was carried out to assess the performance and effectiveness of the Board, Board Committees and the contribution of each Director based on a set of pre-determined criteria. The NRC reviewed the overall results of the evaluations conducted and subsequently shared with the Board and highlighted those areas that required further and continuous improvement.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome

The level and composition of remuneration of directors and senior management take into account the company's desire to attract and retain the right talent in the board and senior management to drive the company's long-term objectives.

Remuneration policies and decisions are made through a transparent and independent process.

Practice 7.1

The board has remuneration policies and procedures to determine the remuneration of directors and senior management, which takes into account the demands, complexities and performance of the company as well as skills and experience required. The remuneration policies and practices should appropriately reflect the different roles and responsibilities of non-executive directors, executive directors and senior management. The policies and procedures are periodically reviewed and made available on the company's website.

Application	:	Applied
Explanation on application of the practice	:	The Board has established a formal and transparent framework for determining the remuneration of Executive Directors, Non-Executive Directors and Key Senior Management and the Company has adopted a Remuneration Policy and made available at the company's website at *www.a1akkoh.com*. In reviewing the remuneration framework, the NRC considers the remuneration framework fair, appropriate and aligned with market practices, ensuring that the remuneration packages are benchmarked competitively to attract and retain talent. The remuneration for Non-Executive Directors will be tabled to shareholders for approval at the forthcoming AGM.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

Intended Outcome
The level and composition of remuneration of directors and senior management take into account the company's desire to attract and retain the right talent in the board and senior management to drive the company's long-term objectives.

Remuneration policies and decisions are made through a transparent and independent process.

Practice 7.2
The board has a Remuneration Committee to implement its policies and procedures on remuneration including reviewing and recommending matters relating to the remuneration of board and senior management.

The Committee has written Terms of Reference which deals with its authority and duties and these Terms are disclosed on the company's website.

Application	:	Applied
Explanation on application of the practice	:	The NRC comprising exclusively Independent Non-Executive Directors, has the following members: Chair Goh Joo Seong Members Tan Bat Tatt Tan Mui Ping The NRC's primary responsibilities include implementing policies and procedures on remuneration, as well as reviewing and recommending matters relating to the remuneration of the Board and Key Senior Management. These responsibilities are set out in the NRC's TOR, which is available on the Company's website at *www.a1akkoh.com*.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

Intended Outcome

Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

Practice 8.1

There is detailed disclosure on named basis for the remuneration of individual directors. The remuneration breakdown of individual directors includes fees, salary, bonus, benefits in-kind and other emoluments.

Application	:	Applied
Explanation on application of the practice	:	Details of the Directors' remuneration of the Group on a named basis for FY2026, are set out in the table below.

No	Name	Directorate	Company ('000)							Group ('000)						
			Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total	Fee	Allowance	Salary	Bonus	Benefits-in-kind	Other emoluments	Total
1	Koh Ah Kuan	Executive Director	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	1,152	Input info here	Input info here	48	1,200
2	Koh Lian Jie	Executive Director	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	324	Input info here	Input info here	42	366
3	Koh Chung Jie	Executive Director	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	239	Input info here	9	30	278
4	Wong Mau Lin	Independent Director	60	5	Input info here	Input info here	Input info here	Input info here	65	60	5	Input info here	Input info here	Input info here	Input info here	65
5	Tan Ban Tatt	Independent Director	60	5	Input info here	Input info here	Input info here	Input info here	65	60	5	Input info here	Input info here	Input info here	Input info here	65
6	Goh Joo Seong	Independent Director	60	5	Input info here	Input info here	Input info here	Input info here	65	60	5	Input info here	Input info here	Input info here	Input info here	65
7	Tan Mui Ping	Independent Director	60	5	Input info here	Input info here	Input info here	Input info here	65	60	5	Input info here	Input info here	Input info here	Input info here	65
8	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
9	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
10	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
11	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
12	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
13	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
14	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
15	Input info here	Choose an item.	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

Intended Outcome

Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

Practice 8.2

The board discloses on a named basis the top five senior management's remuneration component including salary, bonus, benefits in-kind and other emoluments in bands of RM50,000.

Application	:	Departure	
Explanation on application of the practice	:		
Explanation for departure	:	The Board acknowledges the recommendation under the Malaysian Code on Corporate Governance to disclose the remuneration of the top five Senior Management on a named basis with detailed components. However, the Company has opted not to disclose such information on a named basis. Given the competitive nature of the industry in which the Group operates, the Board was of the view that detailed disclosure of individual key management remuneration may expose the Company to the risk of competitors using such information to target and lure key personnel. In addition, such disclosure may lead to unnecessary internal comparisons among employees which could affect staff morale and organisational harmony. Nevertheless, the Company remains committed to maintaining a fair and transparent remuneration framework that aligns remuneration with performance, responsibilities and the Group's long-term strategic objectives. The remuneration of the key management was reviewed and approved through established governance processes by the NRC and the Board. However, the detailed remuneration of the Company's MD, CEO and COO have been disclosed under Practice 8.1.	
		For FY2026, the aggregate remuneration paid to the key management was RM610,774, comprising salaries, allowances, bonuses, benefits-in-kind and other emoluments.	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:	Please explain the measure(s) the company has taken or intend to take to adopt the practice.	
Timeframe	:	Choose an item.	

No	Name	Position	Company					
			Salary	Allowance	Bonus	Benefits	Other emoluments	Total
1	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
2	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
3	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
4	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.
5	Input info here	Input info here	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.	Choose an item.

Intended Outcome
Stakeholders are able to assess whether the remuneration of directors and senior management is commensurate with their individual performance, taking into consideration the company's performance.

Practice 8.3 - Step Up
Companies are encouraged to fully disclose the detailed remuneration of each member of senior management on a named basis.

Application	:	Not Adopted
Explanation on adoption of the practice	:	

No	Name	Position	Company ('000)					
			Salary	Allowance	Bonus	Benefits	Other emoluments	Total
1	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
2	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
3	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
4	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here
5	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here	Input info here

Intended Outcome
There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations. The company's financial statement is a reliable source of information.

Practice 9.1
The Chairman of the Audit Committee is not the Chairman of the board.

Application	:	Applied	
Explanation on application of the practice	:	The ARMC is chaired by Ms. Tan Mui Ping, an Independent Non-Executive Director. She does not hold the position of Board Chair. Having separate individuals serve as the Board Chair and the ARMC Chair ensures that the Board can objectively review the ARMC's findings and recommendations. It also enables the ARMC Chair to dedicate sufficient time and attention to effectively discharge the responsibilities of the Committee.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations. The company's financial statement is a reliable source of information.

Practice 9.2
The Audit Committee has a policy that requires a former partner of the external audit firm of the listed company to observe a cooling-off period of at least three years before being appointed as a member of the Audit Committee.

Application	:	Applied	
Explanation on application of the practice	:	The TOR of the ARMC stipulate that any former audit partner of the Group's external audit firm, including its affiliated firms providing advisory, tax or other consulting services, must observe a cooling-off period of at least three (3) years before being appointed as a member of the ARMC. Currently, none of the members of the ARMC is a former key audit partner of the Company's external audit firm, ensuring compliance with this requirement and supporting the independence and objectivity of the Committee.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations. The company's financial statement is a reliable source of information.

Practice 9.3
The Audit Committee has policies and procedures to assess the suitability, objectivity and independence of the external auditor to safeguard the quality and reliability of audited financial statements.

Application	:	Applied
Explanation on application of the practice	:	The Company has established an External Auditor Policy to assess the performance, suitability and independence of its external auditor. The ARMC conducts an annual performance review of the external auditors, focusing on four (4) key areas: • Quality of services; • Sufficiency of resources; • Communication and interaction; and • Independence, objectivity and professional skepticism. Following the ARMC's assessment, both the ARMC and Management were satisfied that the external auditors has maintained independence and professionalism throughout the audit process, and that the audit services provided met the quality standards expected by the ARMC and Management. Consequently, the ARMC recommended to the Board the re-appointment of Messrs Grant Thornton Malaysia PLT as the Company's external auditors for FY2027. The ARMC also reviewed the provision of non-audit services by the external auditors to the Group for the financial year, and was satisfied that such services did not compromise the auditor's objectivity or independence.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

Intended Outcome
There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations. The company's financial statement is a reliable source of information.

Practice 9.4 - Step Up
The Audit Committee should comprise solely of Independent Directors.

Application	:	Adopted
Explanation on adoption of the practice	:	The ARMC consists entirely of Independent Non-Executive Directors. The current composition is as follows: <u>Chair</u> Tan Mui Ping <u>Members</u> Tan Ban Tatt Goh Joo Seong

Intended Outcome
There is an effective and independent Audit Committee.

The board is able to objectively review the Audit Committee's findings and recommendations. The company's financial statement is a reliable source of information.

Practice 9.5
Collectively, the Audit Committee should possess a wide range of necessary skills to discharge its duties. All members should be financially literate, competent and are able to understand matters under the purview of the Audit Committee including the financial reporting process.

All members of the Audit Committee should undertake continuous professional development to keep themselves abreast of relevant developments in accounting and auditing standards, practices and rules.

Application :	Applied	
Explanation on application of the practice :	The ARMC is chaired by Ms. Tan Mui Ping, a qualified accountant, while the other members bring extensive experience in audit, finance, corporate governance and law. Leveraging their knowledge and expertise, the Committee is well-equipped to understand matters within its purview and provide sound advice to the Board on governance, regulatory compliance, financial reporting, internal and external audit matters, as well as other issues requiring ARMC consideration. The Board conducts an annual review and assessment of the ARMC and its members to ensure satisfaction with the Committee's performance and effectiveness in fulfilling its responsibilities.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome
Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company's objectives is mitigated and managed.

Practice 10.1
The board should establish an effective risk management and internal control framework.

Application	:	Applied
Explanation on application of the practice	:	The Board has established and implemented an effective risk management and internal control framework to safeguard the Group's operations and assets. The risk management function is performed by the Risk Management Committee, with the results reported to the Board through the ARMC, ensuring that an effective risk management framework is maintained. The Group's internal control system encompassing risk management practices as well as financial, operational and compliance controls, is evaluated by outsourced internal auditors, who report directly to the ARMC on a quarterly basis. Key risk areas and control measures are identified, assessed, monitored and managed to ensure that adequate and effective internal controls are consistently in place.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

Intended Outcome
Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company's objectives is mitigated and managed.

Practice 10.2
The board should disclose the features of its risk management and internal control framework, and the adequacy and effectiveness of this framework.

Application	:	Applied	
Explanation on application of the practice	:	The key features of the Group's risk management and internal control system, along with an assessment of its adequacy and effectiveness, are detailed in the Statement on Risk Management and Internal Control, included in the Company's Annual Report 2026.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
Companies make informed decisions about the level of risk they want to take and implement necessary controls to pursue their objectives.

The board is provided with reasonable assurance that adverse impact arising from a foreseeable future event or situation on the company's objectives is mitigated and managed.

Practice 10.3 - Step Up
The board establishes a Risk Management Committee, which comprises a majority of independent directors, to oversee the company's risk management framework and policies.

Application	:	Not Adopted
Explanation on adoption of the practice	:	-

Intended Outcome

Companies have an effective governance, risk management and internal control framework and stakeholders are able to assess the effectiveness of such a framework.

Practice 11.1

The Audit Committee should ensure that the internal audit function is effective and able to function independently.

Application	:	Applied	
Explanation on application of the practice	:	The Board recognises the important role of the internal audit function in ensuring robust corporate governance. The Group has outsourced its internal audit function since listing in 2025 to Baker Tilly Monteiro Heng Governance Sdn. Bhd. ("Baker Tilly"), an independent internal audit firm, to provide objective assessments of the adequacy, efficiency and effectiveness of the Group's internal control system. The Internal Auditors periodically conduct internal audit activities and presents its reports directly to the ARMC. The ARMC reviews the findings and proposed corrective actions and ensures that necessary remedial measures to address identified weaknesses are implemented within the agreed timeframe.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
Companies have an effective governance, risk management and internal control framework and stakeholders are able to assess the effectiveness of such a framework.

Practice 11.2
The board should disclose–

- whether internal audit personnel are free from any relationships or conflicts of interest, which could impair their objectivity and independence;
- the number of resources in the internal audit department;
- name and qualification of the person responsible for internal audit; and
- whether the internal audit function is carried out in accordance with a recognised framework.

Application	:	Applied	
Explanation on application of the practice	:	The Group's internal audit function is outsourced to Baker Tilly Monteiro Heng Governance Sdn. Bhd. ("Baker Tilly"), an independent internal audit firm, to assess and report on the adequacy and effectiveness of the Group's system of internal control. The Internal Auditors report directly to the ARMC to preserve their independence and objectivity, and their audit personnel are free from any relationships or conflicts of interest which could impair their objectivity and independence. To ensure independence and objectivity, the Internal Auditors report directly to the ARMC. All audit personnel are free from any relationships or conflicts of interest that could compromise their objectivity or independence.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
There is continuous communication between the company and stakeholders to facilitate mutual understanding of each other's objectives and expectations.

Stakeholders are able to make informed decisions with respect to the business of the company, its policies on governance, the environment and social responsibility.

Practice 12.1
The board ensures there is effective, transparent and regular communication with its stakeholders.

Application	:	Applied
Explanation on application of the practice	:	The Board recognises the importance of maintaining effective, transparent and timely communication with shareholders and other stakeholders to keep them informed of the Group's financial performance, business operations and corporate developments. The Board and Management communicate through the following channels: (i) Bursa Malaysia Securities Berhad The Company releases all material announcements via Bursa LINK. Shareholders and the public may access these announcements and other financial information on the Bursa Malaysia Securities Berhad website. (ii) Company Website The Company's website, *www.a1akkoh.com* features an "Investor Relations" section providing information on the financial reports, corporate governance documents and other disclosures.
Explanation for departure	:	
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure	:	
Timeframe	:	

Intended Outcome
There is continuous communication between the company and stakeholders to facilitate mutual understanding of each other's objectives and expectations.

Stakeholders are able to make informed decisions with respect to the business of the company, its policies on governance, the environment and social responsibility.

Practice 12.2
Large companies are encouraged to adopt integrated reporting based on a globally recognised framework.

Application	:	Not applicable – Not a Large Company	
Explanation on application of the practice	:		
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.1
Notice for an Annual General Meeting should be given to the shareholders at least 28 days prior to the meeting.

Application	:	Applied	
Explanation on application of the practice	:	The Board ensures that the Notice of the AGM is despatched to shareholders at least 28 days prior to the meeting. For the Company's 14th AGM, scheduled on 8 December 2026, the Notice was issued on 30 October 2026, in compliance with this requirement. The Board recognises that providing sufficient notice allows shareholders adequate time to make arrangements to attend and participate in the AGM, either in person, through a corporate representative, by proxy or via an attorney. To facilitate informed decision-making, the Notice of the AGM was accompanied by Explanatory Notes for each proposed resolution, enabling shareholders to fully consider the matters to be deliberated and decided at the meeting.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.2
All directors attend General Meetings. The Chair of the Audit, Nominating, Risk Management and other committees provide meaningful response to questions addressed to them.

Application	:	Applied	
Explanation on application of the practice	:	The Company held its 13th AGM on 4 December 2025 and was attended by all directors together with the Senior Management. The Board is committed to ensuring full participation of all Directors and Senior Management at future general meetings to facilitate effective engagement with shareholders. The Board values open dialogue and will ensure that shareholders receive meaningful responses to queries raised during such meetings.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.3
Listed companies should leverage technology to facilitate–

- voting including voting in absentia; and
- remote shareholders' participation at general meetings.

Listed companies should also take the necessary steps to ensure good cyber hygiene practices are in place including data privacy and security to prevent cyber threats.

Application	:	Departure
Explanation on application of the practice	:	The Board was of the view that physical, face-to-face meeting allow for more effective and efficient interaction among the shareholders, Management and Directors. At the 13th AGM, all resolutions were voted on by way of poll and had been carried out systematically. The minutes of the Meeting, along with the voting outcomes, were properly recorded and promptly uploaded to the official corporate website for the benefit of the shareholders. The Company departs from this practice as the Board was of the view that: a) physical general meetings provide more opportunities for shareholders to interact face-to-face with the Board, Senior Management and other shareholders, which enhances the quality and depth of engagement and communication; b) physical meetings reduce the risk of potential technical issues, disruptions or cyberattacks that could affect the smooth conduct of virtual or hybrid general meetings and compromise the security and integrity of the meetings and voting processes; c) the cost involved in having additional meeting venues for shareholders to participate through electronic means would not benefit the Company as an operating entity. Shareholders could participate at general meetings through their proxies; and d) the Company was also mindful of the accessibility and convenience of some shareholders, especially those who are not familiar or comfortable with using technology or do not have reliable internet access or devices to participate in virtual or hybrid general meetings. As an alternative practice, the Company ensures that shareholders were able to participate, engage and made informed voting decisions at general meetings where:- a) the Company allowed shareholders who were unable to attend the general meetings in person to appoint any persons as their proxies to attend, speak and vote on their behalf at the general meetings,

	in accordance with the relevant provisions of the Company's Constitution; b) the Company published the minutes of the general meetings, including the questions and answers, the voting results and the resolutions passed, on the Company's website within 30 business days timeframe; and c) the general meetings were held at a location in the city area and easily accessible. Nevertheless, the Board will look into leveraging in technology to facilitate voting in absentia and remote shareholders' participation at general meetings.	
Explanation for departure :		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.		
Measure :		
Timeframe :		

Intended Outcome
Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.4
The Chairman of the board should ensure that general meetings support meaningful engagement between the board, senior management and shareholders. The engagement should be interactive and include robust discussion on among others the company's financial and non-financial performance as well as the company's long-term strategies. Shareholders should also be provided with sufficient opportunity to pose questions during the general meeting and all the questions should receive a meaningful response.

Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to.			
Application	:	Applied	
Explanation on application of the practice	:	The Chair will ensure that shareholders are provided with sufficient opportunities to raise questions relating to the affairs of the Company by allowing ample time for the Question & Answer session during the AGM. The External Auditors will also be present to respond to any questions from shareholders concerning the audit and matters within their scope of responsibilities.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.5
The board must ensure that the conduct of a virtual general meeting (fully virtual or hybrid) support meaningful engagement between the board, senior management and shareholders. This includes having in place the required infrastructure and tools to support among others, a smooth broadcast of the general meeting and interactive participation by shareholders. Questions posed by shareholders should be made visible to all meeting participants during the meeting itself.

Note: The explanation of adoption of this practice should include a discussion on measures undertaken to ensure the general meeting is interactive, shareholders are provided with sufficient opportunity to pose questions and the questions are responded to. Further, a listed issuer should also provide brief reasons on the choice of the meeting platform.			
Application	:	Not applicable – only physical general meetings were conducted in the financial year	
Explanation on application of the practice	:	The Company's 13th AGM was held physically at Le Grandeur Palm Resort Johor on 4 December 2025 and during the AGM, the Company had meaningful engagement between the Board, Senior Management and shareholders who attended the meeting.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

Intended Outcome
Shareholders are able to participate, engage the board and senior management effectively and make informed voting decisions at General Meetings.

Practice 13.6
Minutes of the general meeting should be circulated to shareholders no later than 30 business days after the general meeting.

Note: The publication of Key Matters Discussed is not a substitute for the circulation of minutes of general meeting.			
Application	:	Applied	
Explanation on application of the practice	:	The minutes of the 13th AGM was posted and available on the Company's website at www.a1akkoh.com within 30 business days after the AGM. The Board is committed to circulating minutes of future general meetings within the prescribed timeframe to ensure transparency and keep shareholders informed of the proceedings.	
Explanation for departure	:		
Large companies are required to complete the columns below. Non-large companies are encouraged to complete the columns below.			
Measure	:		
Timeframe	:		

SECTION B – DISCLOSURES ON CORPORATE GOVERNANCE PRACTICES PERSUANT CORPORATE GOVERNANCE GUIDELINES ISSUED BY BANK NEGARA MALAYSIA

Disclosures in this section are pursuant to Appendix 4 (Corporate Governance Disclosures) of the Corporate Governance Guidelines issued by Bank Negara Malaysia. This section is only applicable for financial institutions or any other institutions that are listed on the Exchange that are required to comply with the above Guidelines.

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